

17 April 1975

TO : Ed, *Paul [unclear]*

FROM :

SUBJECT: MAGID-14 -- Personnel Development Plans

1. PDP methodology. MAGID observes that in some offices the career profiles are being developed by admin/personnel officers; in others, the Office MAG or a special committee is doing them. MAGID feels there should be broader participation--to include lower-level (middle-level?) professionals and clericals.

M/S Comment. I agree in principle with MAGID. To the extent possible, the Offices should involve various types and levels of people in the process. However, these things are due to us by 1 May and, if an Office has not already involved younger officers in the development of the profiles, it may be too late to do so now.

Recommendation: I recommend that you raise the MAGID suggestion in a Tuesday Exec Council and endorse the concept of broad involvement in the development of the career profiles. Because of the late date, however, you might suggest to the Office heads that they at least get employee comments on the profiles and adjust them as appropriate.

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2. Keeping career profiles up-to-date.
MAGID feels the development of the profiles should not be a one-time exercise.

M/S Comment. They should be reviewed and updated (if necessary) yearly in conjunction with the annual Executive Roster of the PDP. This should not be a problem.

3. Career development plans for individuals. MAGID seems to be proposing that a career road-map should be developed for each employee.

M/S Comment. I think this would be a feckless exercise--and extremely costly to do for each person. We have provision in the Handbook for career counseling for those people who feel a need for it. That, plus the career profiles (para 1, above) for homogeneous groups of career functions, should be adequate.

4. Dissemination of career profiles.
MAGID recommends the preparation of a compendium of career profiles which can be made available to DDI personnel so that they can get an overview of different career disciplines, etc.

M/S Comment. We have to pull them all together at the Directorate level to forward them to the Office of Personnel. The additional effort required to issue them for use by our employees would not be all that great--and it would be much appreciated by them.

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OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Deputy Director for Intelligence		16 Apr	EMP	
2	Mgt Staff				
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ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks:					
<p>Attached is MAGID Memorandum 14.</p> <p>This memorandum, drafted by [redacted] of IAS, comments on the current Personnel Development Plan exercise.</p> <p>1-2 Comments Please!</p> <p>Ed</p>					
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MAGID-14

15 April 1975

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Personnel Development Plans

MAGID was asked to comment on the Personnel Development Plans (PDP) now being prepared by all offices in the DDI. Since in almost all offices preparation of the PDPs was well along when MAGID's work began, we feel that we can have little effect on the formulation of the present set of profiles. Previous MAGID memoranda have considered career development issues much more thoroughly than we were able to address the PDPs at this stage; nonetheless, we do have some general comments and suggestions on how future PDPs might be approached.

MAGID senses a need for a more consistent PDP methodology, including active participation of lower-level professionals and clericals. (?) Some offices have only a personnel officer or training officer preparing the PDPs. Others are using their management advisory groups or special committees to write up the profiles. It may be difficult to interpret and compare PDPs prepared in different ways. Moreover, involvement of the people for whom the profiles are being prepared encourages feedback on the aptness of present training and creates channels for suggesting new development plans.

MAGID feels that the PDPs should not be a static, one-time exercise and should be periodically revised. Intelligence needs and office objectives change; so must the career development plans for people within these organizations.

Within the bounds of changing timeliness and applicability of training, MAGID encourages the formulation of more specific career development plans for employees within an office. Using the PDP as a guideline, the employee, along with his or her supervisors and personnel officers, should have an agreed plan of career development goals and how they are to be reached.

MAGID urges that each employee receive their own office's PDP, as is already being done in some offices. We also feel that a compendium of all PDPs should be made available to DDI personnel. This would enable the employee to get an overview of the different career disciplines and requirements in other offices of the DDI. ?